

## PART 2045 - GENERAL

Subpart Y - Career Enhancement Program  
(An Upward Mobility Program)

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PART 2045 - GENERAL

Subpart Y - Career Enhancement  
(An Upward Mobility Program)

§2045.1201 Purpose.

(a) The Farmers Home Administration (FmHA) Career Enhancement Program is an in-house training program designed to meet specific Agency needs where traditional recruitment systems indicated limited success, and at the same time improve career opportunities for those employees who are the most able and deserving of special career assistance serving in career or career-conditional appointments in single-interval series positions grade level GS-1 through GS-9, and equivalent Wage Grade throughout the National, State, and Finance Offices. Employees serving under Schedule A authority, Section 213.3012(u) (Employment of the Severely Physically Handicapped), or under a Veteran's Readjustment Appointment are also eligible for consideration under this program.

(b) This ongoing career program will enable the Agency to better meet mission objectives while assisting employees to enter and qualify for positions of different and/or greater responsibility and remuneration. Upward Mobility programming is an important component of affirmative Equal Employment Opportunity.

§2045.1202 Authority.

Training and educational activities provided for the Career Enhancement/ Upward Mobility Program are pursuant to, and consistent with provisions of:

(a) Federal Personnel Manual (FPM) and Department of Agriculture Personnel Manual (DPM), Office of Personnel Management (OPM) regulations regarding upward mobility are in FPM Letter No. 338-9, No. 713-27, FPM Chapter 273, and FPM and DPM Chapter 410. The regulations which appear in the RD Instruction Manual and DPM Chapter 411, shall govern FmHA activities.

(b) Equal Employment Opportunity Act of March 24, 1972, Public Law 92-261.

(c) Executive Order 11478, as Amended, Equal Employment Opportunity in Federal Government.

(d) Public Law 85-507, The Government Employee's Training Act.

(e) Civil Service Reform Act of 1978, Section 7201.

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§2045.1203 Policy.

The FmHA Career Enhancement Program is designed to supplement the USDA Upward Mobility Program. (Reference DPM 411, Subchapter 1, Paragraph 5-a). It is the goal of the Agency to implement and conduct the Career Enhancement Program consistent with:

- (a) sound position management and workforce planning.
- (b) the goals and commitments established in the Agency's Affirmative Action Plan (AAP).
- (c) a means of considering all employees whose performance and circumstances warrant special Agency assistance, and those employees already qualified for the position(s) but who are underutilized.
- (d) selection of program participants in accordance with applicable USDA and FmHA Merit Promotion policies, principles and procedures.
- (e) providing education and training designed to meet the specific Agency needs as well as qualifications requirements of the target position in accordance with FmHA staffing plans and Office of Personnel Management Handbook X-118. Additional education and training may be provided to enhance the employee's competence as specific needs are identified.
- (f) assisting the Agency to meet its goals and objectives through aiding selected employees to better meet their career goals.

§2045.1204 Definitions.

As an aid to those persons who have program responsibility, and to provide consistency in basic terminology, a glossary of terms and practices is included. These terms that follow are common to both personnel and the Upward Mobility Program and as such, their definitions should be consistent.

- (a) Career development for lower-level employees (the official designation of the program and hereafter referred to as Career Enhancement Program). A systematic management effort that focuses Federal personnel policy and practice on the development and implementation of specific career opportunities for employees in Positions or occupational series which do not enable them to realize their full work potential. Upward Mobility provides developmental opportunities to employees which go beyond normal staff developmental practices.
- (b) Target position. A current or projected staffing need having known promotion potential which an agency will fill through its Upward Mobility Program. Also, the specific position for which the Career Enhancement/ Upward Mobility trainee is being trained following competitive selection.

The target position or job may be further defined as having a trainee level, a target level, and a journeyman level. The trainee level is the entry level for the individual employee. The target level is usually one or more levels beyond the entry level in terms of grade and responsibilities. The journeyman level of the Position is the highest level within the career ladder an employee can reach without further competition. The Career Enhancement/Upward Mobility trainee, once having reached the target level, receives subsequent promotions in the same manner as employees who entered the occupational series from other sources and is no longer a program participant.

(c) Single-interval series positions. Single-interval series positions for purposes of the Program, generally are those excluded from Appendix A, Chapter 300 of the FPM. (i.e., GS-1101 Loan Technician, GS-809 Construction Aid, GS-530 Cash Clerk, WG-3502 Laborers)

(d) Equivalent positions. Equivalent positions are those positions not within the General Schedule (GS), but which have basic compensation rates comparable to those found within the GS-1 through GS-9 grade levels.

(e) Trainee. An individual who has been competitively selected to fill the target position, subject to the satisfactory completion of the training requirements in the IDP. If the Departmental Training Agreement is used, an individual selected competitively may be placed directly into the target series. This type of movement requires that training MUST follow placement into the target series.

(f) Employees with underutilized skills. An employee who is basically "qualified" (i.e., fully meets X-118 Qualification Standards) for a higher level position but who, because of various circumstances, is presently holding a position which does not fully utilize their past experiences and/or knowledges.

(g) Undertrained employees. Employees whose underutilized or latent potential (most often found in dead-end positions) can be identified and developed through work experience and/or structured training, thus enabling them to perform at a higher level than their present position requires. These employees require additional training and/or experience to meet the X-118 qualifications of the target position.

(h) Career Counselor. An employee trained to assist in career planning by providing information and guidance on ways in which candidates can advance their career and fully utilize their skills.

(i) Individual Development Plan/Training Plan (IDP or TP). An approved document that has been prepared by the supervisor, selectee, training officer and other appropriate officials which outlines all necessary on-the-job and formal training for the target position. In addition, it outlines the requirements of the plan and the responsibilities of the employee.

(j) Training agreement. A negotiated instrument between an agency and OPM which allows for movement of employees into trainee positions in order to qualify them through work experiences and training for specified target jobs within a prescribed timeframe.

(k) Career ladder. A series of positions having clearly defined successive non-competitive promotions from the entrance level to the journeyman level in a career field.

(l) Bridge Position. Position in an occupational series that provides qualifying experience enabling an employee to move into a specialized or higher-grade occupation (generally, the movement from a one to a two-grade interval occupational career ladder).

(m) Entry and cross-over. The movement from non-professional one-grade increment jobs to different occupational series at the entry or paraprofessional levels. This movement can be effected only as a result of qualifications gained either through training or experience or a combination of training and experience.

§2045.1205 Program objectives.

The objective of the program are to:

- (a) meet unfulfilled Agency recruitment needs,
- (b) provide managers/supervisors with an alternative method of filling positions compatible with the personal career goals of high quality employees currently in single-interval series positions who have limited opportunities for advancement.
- (c) effectively utilize the potential of FmHA National, State, and Finance Office employees to meet current and projected staffing needs.
- (d) provide training and other opportunities for employees to acquire needed knowledges, skills, and abilities.
- (e) make FmHA upward mobility efforts consistent with the Agency AAP, and Federal Equal Opportunity Recruitment Plan (FEORP).

§2045.1206 Program responsibilities.

(a) Administrator.

- (1) Approves program and operational needs and priorities to ensure a meaningful Career Enhancement Program in accordance with resource needs.
- (2) Authorizes designation of an Career Enhancement/Upward Mobility Coordinator for the Agency.
- (3) Periodically reviews reports on the operation of the Program and its participants.
- (4) Assures that positions targeted through the AAP are assigned to the program consistent with Agency needs.
- (5) Assures that managers, supervisors, and employees are aware of their roles and responsibilities in the program and that Upward Mobility is a staffing alternative which may be used whenever appropriate.
- (6) Assures top management support and commitment and adherence to program principles and procedure outlined herein.
- (7) Designates a task force who will review FmHA Upward Mobility policies and procedures and prepare changes as necessary. Task force will be composed of a representative from the Personnel Division, Training Branch, EO Staff and a Program Official.

(b) Associate Administrator and Deputy Administrators. Provide executive leadership to the Career Enhancement/Upward Mobility Program in their program areas and take necessary actions to assure that Upward Mobility program activities are consistent with affirmative action plans and goals are met by managers serving within their jurisdiction.

(c) Division Directors, Staff Office Heads, State Directors and Assistant Administrator, Finance Office.

- (1) Examine organizational structures and positions in terms of sound position management and workforce planning and redesign jobs if possible to alleviate recruitment problems, utilizing upward mobility and other special emphasis programs (i.e., handicapped, Veterans readjustment appointments, etc.).
- (2) Managers of organizational entities which have Upward Mobility positions will design and implement a comprehensive Upward Mobility



training program. The implementation of specific aspects of the program may be delegated to appropriate supervisors/managers within the parent organizational entity.

(3) Provide for the maximum utilization of the skills and training of their employees.

(4) Develop additional guidelines and policies as needed to facilitate implementation of the Career Enhancement/Upward Mobility Program in their organizational entity to assure achievements of affirmative action plan goals.

(d) Supervisors/Managers.

(1) Should be aware that the Career Enhancement/Upward Mobility Program is available for use at any time as an alternative staffing method outside of the targets developed through the AAP.

(2) Identify needed Position skills, job performance standards, and types of training required for trainees.

(3) Must complete a supervisory appraisal form for his/her employee who may apply for an Upward Mobility position.

(4) Select, counsel and guide upward mobility trainees through successful completion of the program.

(5) Establish and maintain an open relationship with trainee.

(6) Counsel and coach trainees to utilize training opportunities to make appropriate occupational/professional career choices.

(7) Design and implement a comprehensive Upward Mobility training plan for the individual participants.

(8) Conduct frequent consultations with trainee, emphasizing trainee's strong points of performance and identifying weak points for needed improved performance.

(e) Director, Personnel Division. Provides technical leadership to ensure the overall success of the Career Enhancement/Upward Mobility program.

(f) Personnel Division, State Office Administrative Staffs, and Finance Office Personnel Staff will:

(1) assess human resource needs based on staffing plans, projected retirements, vacancies, new positions, mission changes, etc.

(2) analyze data essential to the identification of recruitment problems, target positions, position requirements, selection systems, and career ladder elements.

(3) assist management in identifying areas where job restructuring and bridge positions can effectively reduce recruitment/placement difficulties through utilization of Upward Mobility Program principles.

(4) encourage management to expand the use of para-professional and technical occupations in lieu of professional positions where possible.

(5) assist in the conduct of a skills survey, analyzing resulting data and establishing, maintaining and fully utilizing a skills bank and needs list.

(6) assure that a bona fide need exists and that a merit based selection system is used to select Program participants.

(7) develop necessary special documents to be used in implementing the Program, i.e., long-term unfilled position vacancies, training agreements, selection criteria and rating forms, and other Program forms.

(8) participate in the overall planning, implementation, and evaluation of the Program.

(9) assist managers in insuring targeting recruitment as identified in the Federal Equal Opportunity Recruitment Plan (FEORP).

(10) establish panels to determine applicants with the highest potential.

(g) Equal Opportunity Staff will:

(1) assist line managers in the Upward Mobility targeting process found in the AAP.

(2) ensure that the FmHA AAP includes utilization of the FmHA Career Enhancement Program.

(3) participate in program evaluation reviews to determine progress toward achieving affirmative action goals and objectives.

(h) Upward Mobility Coordinator:

(1) Works with an Upward Mobility Committee or Task Force appointed by the Administrator to assist in reviewing/revising FmHA Career Enhancement Program.

(2) Provides Career Enhancement Program orientation for National Office and field employees.

(3) Assures that additional guidelines and instructions are developed as necessary for use by managers and supervisors in implementing the Career Enhancement Program.

(4) Provides guidance to State Offices and the Finance Office in developing appropriate tools to conduct a skills survey, to collect and maintain resulting data for easy retrieval. Also, performs this function for the National Office.

(5) Gathers and analyzes data required to further develop and coordinate the Program as well as maintain an agency-wide monitoring and evaluation function. This will include an annual assessment of the National Office program as well as a consolidated annual assessment of FmHA Agency-wide program.

(6) Makes recommendations on policy issuances and instructions for staff planning after consulting with the Personnel Division.

(7) Maintains liaison with coordinators of special emphasis programs and persons assisting in the implementation of the FmHA Career Enhancement Program (i.e., Federal Women's Program Manager (FWP), Hispanic Employment Program (HEP), etc.).

(8) Ensures that career counseling services are available.

(9) Assists in the preparation of training agreements or other resources to meet training needs.

(10) Assures full and effective publicity for the Program and participants.

(i) Director, Personnel Division.

(1) Provides first line managers and supervisors in the National Office with necessary information and guidance on training courses and techniques appropriate to the target position.

(2) Provides Program participants and supervisors with information and guidance on assignments and developmental experiences appropriate to the target position.

(3) Assists participants and supervisors in developing the individual development plan which will identify specific training needs of the participant.

(4) Provides guidance to State Offices and the Finance Office in accomplishing 1, 2, and 3 above.

(5) Coordinates all resources and arrangements for training.

(6) Prepares and submits necessary reports to the Upward Mobility Coordinator and assures that appropriate records and reports are included in participants personnel folders.

(7) Participates throughout the overall planning, implementation, and evaluation of the Program.

(j) Budget Staff and Finance Office.

(1) Assist in estimating and accounting for dollar resources.

(2) Develop a system whereby Program costs can be readily compiled for reference purposes.

(3) Keep managers and supervisors informed on budget obligations in relation to the Program.

(4) Participate in evaluation of the Program to determine cost-effectiveness.

(k) State, Finance, and National Office Equal Employment Opportunity (EEO) Committees. The EEO Committees will participate in the implementation of the FmHA Career Enhancement Program. The EEO Committee will assure compliance with applicable EEO rules and regulations and integrity of the FmHA EEO Affirmative Action Plan, and the Merit Promotion Program.

(1) Assist in designing Upward Mobility positions in line with State and Finance Office's staffing needs.

(2) Assist EEO Officer or Administrative Officer in determining progress toward achieving affirmative actions or goals.

(3) Assist in publicizing the Career Enhancement Program.

(l) Administrative Officers.

(1) Prepare and issue Career Enhancement Program guidelines for their respective State/Finance Office.

(2) In those States that have unions (exclusive representatives) the Administrative Officer must negotiate with them in the development and implementation of Upward Mobility activities and the manner in which they are carried out.

- (3) Assess work force needs based on staffing plans, projected retirements, vacancies, new positions, mission changes, etc. Conduct and evaluate any skills survey deemed necessary.
  - (4) Provide technical assistance to the unit managers on the implementation of Career Enhancement Program activities, including job restructuring.
  - (5) Prepare and distribute program information to employees, supervisors, and managers to achieve effective communications.
  - (6) Coordinates activities with EEO officials to ensure a unified approach to the achievement of AAP goals.
  - (7) Provide input for local Affirmative Action Plan development and accomplishment reporting.
  - (8) Ensure that merit principles are followed in selecting trainees.
  - (9) Develop or utilize special processes in implementing the program, such as evaluation criteria, rating forms, and other program forms.
  - (10) Assist supervisors with developing training plans for upward mobility trainees, identify training resources, and monitor training to ensure quality and employee progress.
  - (11) Provide career counseling information to supervisors, relating to qualifications, career opportunities, available training, and developmental opportunities.
  - (12) Participate in periodic reviews and analysis to determine program progress including the achievement of affirmative action goals and objectives. FPM letter 713-40, DPM letter 713-22.
- (m) Career Enhancement Upward Mobility trainee. The employee/trainee responsibilities include but are not limited to the following:
- (1) participates in the preparation of the Individual Training Plan.
  - (2) performs to the best of his/her ability the job duties and responsibilities of the assigned position.
  - (3) pursues educational training assignments with diligence and determination.
  - (4) will initiate in self-development activities to supplement and augment the training given.

(5) maintains frequent consultation with supervisors, Upward Mobility Coordinator, Director of Personnel, Personnel Office, Finance Office, and/or Administrative Officer.

(6) informs the supervisor, training coordinator and/or Administrative staff of problems which may affect the quality of training and job performance.

§2045.1207 Assessment of the Career Enhancement/Upward Mobility base.

To provide a sound base upon which an Upward Mobility Program can be developed and subsequently executed and administered, the National Office, Finance Office, and State Offices are responsible for making a complete and detailed annual assessment of existing program efforts, analysis of conditions which may enhance or impede the realization of Upward Mobility goals, and a review of program efforts which directly or indirectly impact Upward Mobility to determine a need for change (see Exhibit K). This assessment will be prepared by the State Administrative Officer, Personnel Officer, Finance Office, with the assistance of the EEO Committee. At the National Office, the assessment will be prepared by the Upward Mobility Coordinator with assistance from the Personnel Division and EEO Staff. This assessment will form the basis for (a) revisions of the basic Upward Mobility Plan; and (b) its implementation and subsequent administration. The assessment should include the following:

(a) analysis of present management support and commitment to the principles of Upward Mobility. (Analysis should reflect demonstrated indicators--not just philosophy as seen by management).

(b) evaluation of existing efforts to achieve Upward Mobility objectives including the adequacy of action taken on the plans contained in the EEO Affirmative Action Plan.

(c) analysis of turnover, promotional actions, and new hires to determine the extent to which Upward Mobility opportunities will exist (to include projections caused by retirements, expansions, etc.). This effort must be coordinated with work force planning activities being conducted on a continuing basis as assessments are updated by the State and National Offices.

(d) organization and work force analysis to identify positions and/or occupational fields which can be targeted for inclusion in the Career Enhancement Program and positions and/or occupational fields where Upward Mobility principles are not applicable.

(e) review of the Merit Promotion and Staffing Programs to determine the extent to which existing policies, practices and procedures accommodate or impede the Upward Mobility effort.

(f) review of development programs to determine capability of the activity to provide for training for participating employees. (Are there educational institutions or other training facilities available near the organization?)

(g) review of existing grading patterns to determine if career ladders are provided for employees to progress from entry level position to target jobs.

(h) a skills inventory of employees in grades GS-9 and below. See Exhibit I for a sample for which can be used in conducting a skills utilization survey.

§2045.1208 Description of program.

(a) Upward Mobility IS: An alternative means of staffing to meet specific Agency needs and provide training, educational and job opportunities to high quality employees in single-interval series positions GS-1 through GS-9 and Wage grade equivalent to advance to positions of different and/or greater responsibility and remuneration. Upward Mobility provides opportunities for FmHA employees to move into skilled or paraprofessional and professional positions through a combination of on-the-job training and formal skills training as prescribed by individualized training plans. Since the program provides for an extension of career ladders beyond the normal progression of the individual employee's current career ladder, it will nearly always result in a classification series change for the employee. Because Upward Mobility assignments are highly selective in the kinds and degree of developmental experiences provided, the selection for a Career Enhancement/Upward Mobility assignment always begins in open competition under provisions of the Merit Promotion Plan.

(b) Upward Mobility is NOT:

(1) automatic for all employees. Employees must apply and be competitively selected for Upward Mobility positions.

(2) a new-hire program.

(3) for employees in professional positions requiring positive educational requirements.

(4) for employees above the GS-9 grade level or equivalent wage grade or for employees serving in two-grade interval series.

(5) for temporary employees.

(6) a guaranteed promotion for all employees selected for Upward Mobility positions. (Employees must be performing at a fully satisfactory level in their current position before promotion to a higher grade or target position).

§2045.1209 Planning for Career Enhancement Upward Mobility positions.

Supervisors, Managers and Program Administrators will use the following methods to identify Career Enhancement/Upward Mobility positions. Special attention should be given to hard-to-fill positions (see Exhibit K).

(a) Projected vacancies. Analyze current and anticipated staffing needs to estimate the number and types of needed position vacancies as well as timeframes in which vacancies might occur. Consideration should be given to:

- (1) position management and workforce planning implication.
- (2) new and emerging occupations for which the Agency will have a significant demand.
- (3) occupational groups with relatively large employee populations within the National Office, Finance Office or State Office.
- (4) positions that have been difficult to fill through external recruitment.

(b) Projected recruiting sources. These steps will be used to identify and project recruiting needs/sources:

- (1) Within the context of sound position management and workforce planning, managers must carefully weigh the needs of the unit for a cadre of well-trained employees or college graduates against the demonstrated need, advantages, as well as a desire to provide meaningful Career Enhancement/Upward Mobility opportunities.
- (2) Review skills of current employees (GS-1 to GS-9, WG-1 to WG-9) to determine which and how many position vacancies identified could be filled through normal merit promotion procedures by individuals who already meet the established qualification standards. One means for reviewing employees' skills is through a skills inventory. A limited amount of information is also available in the Management Analysis Reporting System (MARS). (Exhibit A)
- (3) Review Potential recruiting sources outside FmHA and evaluate the quality of potential applicants from entry level through full performance level.



(4) Determine which of the remaining vacancies can be restructured or bridged through Upward Mobility.

(c) Current vacancies. As vacancies occur, supervisors and Personnel Management will review individual positions to determine whether they should be considered for Upward Mobility using the guidelines above. Examine the tools and methods which may be used to make these opportunities available to employees, considering such flexibilities as the following:

(d) Restructuring. Through job restructuring, a manager is required to look at the organization as a system, to analyze each part with greater precision and to fully understand the relationship among organizational units, workflow, and goals. A valuable spin-off is a reduction in average grade level. With a different job mix including bridge positions, the work is spread over a greater grade range and fewer high-level people are needed. Improved training programs and selection procedures often result from the implementation and continued functioning of the new work arrangement. Positions can be restructured by reducing difficulty of the work or rearranging the work of the unit, to allow filling the vacancy at a lower grade level. Position vacancies at grade levels above the journeyman grade level may not be restructured for filling at a lower grade in a manner which will exclude qualified eligibles from competition, (i.e., a position GS-12 restructured to GS-11 should not restrict an eligible GS-9 from consideration.)

(e) Bridge positions. Consider the establishment of positions which will "bridge" the gap between a lower-level position and the first rung of an established career ladder (i.e., clerk to technician) or "bridge" the gap between a career ladder with lesser growth to one with greater growth potential (i.e., GS-1101 Loan Technician position can be established to provide a bridge between the clerical and two-grade interval GS-1165 Loan Specialist positions). A job analysis of the duties of the target position will provide the basis for developing the job descriptions of bridge positions. The duties in the bridge position should provide experiences to qualify an individual for the next rung of the ladder.

(f) Redistribution of the professional tasks. Consider using the task analysis technique to pinpoint semi-professional or technical tasks which the professional is required to perform. If there are enough of these duties, they can be combined to create one or more paraprofessional jobs. This technique may be used separately or in conjunction with the establishment of a "bridge" position to permit further career progression from the paraprofessional position to the professional career ladder position.

§2405.1210 Selection Procedure:

Open competition, via vacancy announcement must be used whenever a Career Enhancement/Upward Mobility position is to be filled. The vacancy announcement will provide the following (Exhibit J):

- (a) the position is identified as a Career Enhancement/Upward Mobility Opportunity.
- (b) the target level of position to be filled. The minimum area of consideration for the Career Enhancement/Upward Mobility position will be established, i.e., State-wide, Finance Office-wide, National Office-wide.
- (c) the entry level(s) at which the position may be filled.
- (d) a statement on the special training requirements for Career Enhancement/Upward Mobility as well as a statement that an individual training plan will be prepared to meet the requirements of the position and the individual selected.
- (e) requirement for a supervisory appraisal form to measure applicant's potential.
- (f) a statement on eligibility for salary retention stating that if the employee is selected and his/her current salary cannot be accommodated within the rate range of the entry-level position for which selected, demotion of the employee entering the Career Enhancement/Upward Mobility Program is not to be considered "at the employee's request" for pay determination purposes and the employee is entitled to salary retention.
- (g) a statement describing how the candidates will be evaluated.

§2045.1211 Eligibility criteria.

To be eligible to apply for the FmHA Career Enhancement/Upward Mobility Program an employee must:

- (a) be currently assigned to a one-grade interval position. GS-1 through GS-9 or equivalent wage grade.
- (b) hold either a career or career-conditional appointment or serving under special authorities for the severely physically handicapped or VRA within the Department of Agriculture.
- (c) be within the minimum area of consideration specified in the Vacancy announcement. (i.e., FmHA-Statewide).
- (d) have a current performance rating of satisfactory or better.
- (e) have served one or more years in the Federal service.

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§2045.1212 Application procedures.

(a) Employees who meet the basic eligibility criteria shall submit the following forms to the address indicated on the vacancy announcement (Exhibit B):

- (1) SF-171, "Application for Federal Employment"
- (2) most recent performance evaluation
- (3) Basic Career Enhancement/Upward Mobility Application (Exhibit C)
- (4) Job Element Supervisory Appraisal (Exhibit D)
- (5) Job Element Individual Appraisal (Exhibit E)

(b) Applications must be received by close of business on the deadline date indicated in the announcement.

§2045.1213 Qualification requirements.

X-118 Qualification Standards for the appropriate series must be met in an Upward Mobility situation where an employee is selected for a higher level Position than the one which he/she presently occupies. In those instances where an employee is selected for a lateral reassignment, qualifications could be temporarily waived under a Department of Agriculture Training Agreement. Qualification Standards must be fully satisfied, however, before the employee can be promoted to the next higher grade level.

§2045.1214 Evaluation and selection of participants.

Established merit promotion procedures must be used in the competitive evaluation and selection of employees for Upward Mobility. Inasmuch as the assessment of potential for satisfactory performance in the target position is the primary objective in the evaluation of candidates for these trainee positions, an analysis of the requirements of the job will be made and interested employees will be rated on relevant work traits, skills, and abilities, using a job element analysis (see example of Exhibits D and E). Candidates will be rated through supervisory appraisals of the employee's potential, and where available, other evidence of potential (see Exhibit C) such as self-development activities, work history (SF 171), interest in the new job, and pertinent outside activities and awards should be considered in determining potential. Elements such as reliability and dependability, communication skills, analytical ability, aptitude, and interest in the career field, ability to work with others, ability to deal with people, ability to work independently, etc., may also be used to evaluate Potential.

(a) All applicants will be rated against the identified evaluation criteria, using the following methods of assessing potential such as:

(1) supervisory appraisal form for measuring potential. (See Exhibits D and E)

(2) performance ratings which reflect related knowledge, skills and abilities.

(3) personal interview conducted by a panel to determine likelihood of success in assuming new duties (not necessarily subject matter experts or the selecting official. May be done by proxy when necessary).

(4) statement of self-development activities, career goal objectives and interests.

(b) A list of high quality candidates will be referred to selection officials on the promotion certificate.

§2045.1215 Selection letter.

If the employee selected meets the criteria for the Upward Mobility Opportunity, the selection letter must provide the essential information about the employee's and management's responsibilities to the program. (See Exhibit F)

§2045.1216 Individual Training Agreement and Plan.

If the selected employee does not meet the X-118 Qualification Standards for the entry level position, the USDA Career Enhancement/Upward Mobility Training Agreement must be used. This approved training agreement involves a waiver of qualification standards for entrance into trainee positions and/or substitution of training for qualifications required for target positions. This agreement provides for accelerated training for a portion of the experience and training requirements found in the X-118 Qualification Standards. This accelerated training means that a combination of employee-presented background plus training and experience predicated on the Individual Training Plan provides evidence of qualifications for the Position. For every month of training under the Plan, two months of experience may be credited. Units filling a Career Enhancement/Upward Mobility position shall prepare an Individual Training Plan for the employees selected indicating the following: objectives, responsibilities, type of training, proposed timetable, and etc., for meeting the target requirements.

§2045.1217 Formal training.

Trainees may participate in academic courses offered at local schools, colleges, correspondence or inter-agency facilities. These courses must be relevant to the target position and may be taken during or after working hours at government expense.

§2045.1218 Length of training.

(a) Training in a Career Enhancement/Upward Mobility position will continue until the incumbent is qualified for the target position. Trainees will be expected to progress from grade to grade, i.e., single-grade interval from GS-3 to GS-4, and GS-5, i.e., two-grade interval from GS-5 to GS-7 and GS-7 to GS-9 as performance, time-in-grade, and X-118 qualifications requirements are met.

(b) The length of training period may be extended for a period up to six months as needed for the following reasons:

- (1) cover time lost through illness;
- (2) provide a trainee time to meet minimum standards of accomplishments during any major phase of the training or major assignments; or
- (3) provide additional time for trainee to participate in special training programs, courses or reassignments.

§2045.1219 Failure to meet performance requirements.

If at any time during the training period employees fail to meet the performance requirements of the training program, they may be returned to their former position or placed in a position commensurate with their experience and grade level. The action should be accomplished so it will have the least adverse effect on the employee. Any promotions received since entering the program will be forfeited if trainees fail to complete the entire training program and reach the target grade. A statement acknowledging this must be signed and dated by each participant to which this would pertain prior to entering the program. In cases where an employee entered the Program through a voluntary change to lower grade, repromotion to the employee's former grade level will be subject to competitive merit promotion procedures. Unsuccessful employees who voluntarily changed to lower grade will be reassigned to an appropriate position at the lower-level. Pay retention for reassigned employees will continue until one of the following events occur:

- (a) the employee becomes entitled to a rate of basic pay equal to or higher than the retained rate; or
- (b) the employee has a formal break in service of one workday or more; or
- (c) the employee declines a "reasonable offer" of a position for which the rate of basic pay is equal to or higher than the retained rate; or
- (d) the employee is demoted for personal cause or at his or her own request.

§2045.1220 Release from training.

(a) Employees will be released from the Program if they fail to perform satisfactorily, and they do not make full use of the training being Provided or do not apply themselves fully.

(b) Employees, with the consent and approval of their supervisors, may withdraw from the training without penalty. However, their training time may only be credited on a month-for-month basis and not at an accelerated rate as provided in FPM Letter 338-9.

§2045.1221 Requirements governing promotions.

An employee may be promoted a maximum of two grades (or equivalent) in 1 year solely as a result of this training agreement. When the employee has had prior service which may be counted in determining eligibility for further promotion, promotions of more than two grades in 1 year may result. Also, an employee may have been promoted recently under another exception of subchapter 6 of FPM Chapter 300 and that promotion plus promotions under this training agreement may result in promotions of more than two grades in a 1-year period. The restriction in subchapter 5, FPM Chapter 330, providing for a 3-month waiting period after the employee's latest nontemporary competitive appointment, applies to promotion under this training agreement. Selected employees may be placed in entry positions by reassignment or voluntary change to lower grade. Employees who have been downgraded through no fault of their own, may be promoted into an Upward Mobility trainee position under this training agreement providing time-in-grade and X-118 qualification requirements are met.

§2045.1222 Training plan.

(a) Within 30 days after selection of an employee to the Upward Mobility position, an individual training plan will be prepared and will include the following (See Exhibits G and K):

- (1) identification of bridge and target positions including dates and timetables for reaching goals.
- (2) the training objective
- (3) the responsibilities of the supervisor, trainee and Personnel Office.
- (4) the person who will provide counseling.
- (5) the process for evaluating trainee's progress.

(b) In addition, the training plan will specify the formalized training courses, on-the-job training and other training for completion of the Program. (See Exhibit H)

(c) Attached to the plan will be a copy of the position description of the entry position.

(d) The Individual Training Plan should be signed and dated by the following:

- (1) immediate supervisor
- (2) Staffing Specialist (Administrative Officer or Personnel Management Specialist)
- (3) Director, Personnel and Chief of Training Branch
- (4) State and Finance Office Administrative Officers
- (5) employee (trainee)

§2045.1223 Evaluation of trainee's progress.

(a) Supervisor's assessment. Supervisors will forward written reports to the Personnel Office, at the National Office or to the Administrative Officer, State level, or the Personnel Officer, Finance Office. These reports will be made at 3-month intervals for the first year and after that, at 1-year intervals. Prior to any promotion, the supervisor will certify that the trainee is progressing satisfactorily and has clearly demonstrated ability to perform satisfactorily at the next higher level. Written reports are reviewed by the trainee and the Career Enhancement/Upward Mobility Coordinator/Administrative Officer, Personnel Officer, and then filed in the employee development record. The supervisor's written reports should include the following:

- (1) comments relative to the trainee's learning ability and capability to perform assignments.
- (2) the degree to which the trainee met the objectives in the development plan.
- (3) comments relative to trainee's attitude and application to work.
- (4) trainee's attendance and relations with others.
- (5) overall performance.
- (6) revisions needed in Individual Training Plan.



When the employee reaches the targeted position, the supervisor will make a final evaluation of the trainee's achievements and performance to certify that all requirements have been met.

(b) Trainee's assessment. The trainee will be expected to evaluate work progress and training received. The trainee's written reports will be submitted to the Administrative Officer, State Office; Career Enhancement/ Upward Mobility Coordinator at the National Office at the same interval as the supervisor's evaluation. The trainee's written reports should include the following:

- (1) has the training accomplished the objectives outlined in the Individual Training Plan?
- (2) have assignments increased technical knowledge?
- (3) in what areas is further training needed?
- (4) what factors, if any, are hindering progress?

Copies of the Supervisor or Trainee assessment will be provided to the trainee or supervisor upon his/her request.

§2045.1224 Program evaluation.

The FmHA Career Enhancement/Upward Mobility Program will be evaluated each year by the Agency's Upward Mobility Coordinator. Each State and Finance Office should Prepare and submit to the Upward Mobility Coordinator Form OP-523-CD-B, Agency Annual Upward Mobility Activities Report, showing total field activities. (See Exhibit I and K) This evaluation will be made to determine the following:

- (a) effectiveness of the Program
  - (1) were objectives met by the supervisor and employee
  - (2) employee Performance after completion
- (b) cost effectiveness
- (c) employee morale

§§2045.1225 - 2045.1250 [Reserved]

Attachments: Exhibits A, B, C, D, E, F, G, H, I, J, and K.

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Are you willing to relocate to perform this type of work?

Would you be interested in applying for a Career Enhancement/Upward Mobility position if the opportunity arose?

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(3-4-87) PN 42

General Instructions

Please have your immediate supervisor complete and return the enclosed "Job Element Supervisory Appraisal" form in the envelope provided.

You should complete and carefully review the remaining application forms before submission on or before\_\_\_\_\_. The completed package should contain:

- Basic Application for Career Enhancement/Upward Mobility Program
- A SF-171 (Please make sure it is properly signed and dated)
- Performance Appraisal (most recent)
- Job Element Supervisory Appraisal
- Job Element Individual Appraisal

Please forward this application package to:

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BASIC APPLICATION FOR THE FARMERS HOME ADMINISTRATION  
CAREER ENHANCEMENT/UPWARD MOBILITY PROGRAM

Instructions: Complete this application form and submit it with specific attachments to the Agency contact designated on the vacancy announcement.

-----  
Position for which you are applying \_\_\_\_\_  
-----

I. Name \_\_\_\_\_

Current Job Title \_\_\_\_\_

Current Pay Plan, Series and Grade \_\_\_\_\_

Division \_\_\_\_\_

Office Mailing Address \_\_\_\_\_

Office Phone Number \_\_\_\_\_ Started working for USDA \_\_\_\_\_  
Date

Check one: Career \_\_\_\_\_ Career-conditional \_\_\_\_\_ Neither \_\_\_\_\_

Supervisor's Name \_\_\_\_\_ Supervisor's Office Phone \_\_\_\_\_

Supervisor's Office Mailing Address \_\_\_\_\_

II. Extracurricular Activities - Please list on the reverse side of this form.

Career Goals and Interests - State on reverse side of this form.

-----  
III. Attachments -

1. Please attach an up-to-date SF-171, "Application for Federal Employment". Be sure to list all paid and unpaid work experience and activities. Review the education, training and awards section for accuracy and completeness.
2. Supervisory appraisal(s), if called for in vacancy announcement.

Extracurricular Activities

Please list any activities not shown on your SF-171 which you think might show your potential to assume the duties of the position for which you are applying. List activities such as school projects, community and volunteer Programs, clubs and hobbies.

Dates \_\_\_\_\_

From	To	Organization/Activity	Describe what you did
------	----	-----------------------	-----------------------

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Self-development efforts, e.g., training courses, education, etc. (Related to the target position.)

Career Goals and Interests - Describe (1) your purpose in applying for this position, (2) your career goals, and (3) how the Career Enhancement/Upward Mobility Program can benefit you. Limit to 500 words. You may attach an extra sheet to this application.

I certify that all information given in this application is true, complete and correct to the best of my knowledge.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

(SAMPLE)  
JOB ELEMENT SUPERVISORY APPRAISAL

Instructions: Based on personal knowledge of the applicant, supervisor should evaluate applicant on each job element listed below by checking the appropriate column. Please return to Room 6900-S.

\_\_\_\_\_  
Name of Applicant

\_\_\_\_\_  
Position Applied For

KNOWLEDGE, SKILLS OR ABILITY STATEMENT REPRESENTING JOB Supervisory ELEMENTS	DEGREE			HOW MEASURED
	Not Demon- strated	Acceptable For Position	Above Average	Interview, Review of Records, Appraisals, etc.
-----	-----	-----	-----	-----
Ability to learn, under- stand apply, and interpret policies/ <u>procedures</u>				
Ability to plan and organize work and to <u>adapt to new situations</u>				
Ability to analyze program data and draw sound conclusions ( <u>decision- making</u> )				
Ability to communicate <u>in writing</u>				
Ability to carry through <u>assignments</u>				
Demonstrates skills in <u>verbal expression</u>				
Accepts additional or new responsibilities and <u>initiates action</u>				

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date

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(SAMPLE)

JOB ELEMENT INDIVIDUAL APPRAISAL

The following job elements will be used to evaluate you for this position; please address each of these elements in terms of experience, training, education, and or interest. Use the reverse side if more space is needed.

1. Ability to learn, understand, apply and interpret policies/procedures.
2. Ability to plan and organize work and to adapt to new situations.
3. Ability to analyze program data and draw sound conclusion (decision making).
4. Ability to communicate in writing.
5. Ability to carry through assignments.
6. Demonstrates skills in verbal expression.
7. Accepts additional or new responsibilities and initiates action.

I certify that all information given in this application is true, complete, and correct to the best of my knowledge.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

NOTE: Please return this application with an up-to-date SF-171, "Application for Federal Employment," and the attached supervisory appraisal to:



(SAMPLE)

SELECTION LETTER

(USE ACTIVITY LETTERHEAD)

You have been competitively selected for participation in the Career Enhancement/ Upward Mobility Program. The position to which you will be assigned and to which you may subsequently be promoted is as follows:

<u>ENTRY POSITION</u>	<u>INTERMEDIATE POSITION(S)</u>	<u>TARGET POSITION</u>
(List)	(List)	(List)

This selection may permit you to be subsequently promoted to the target position without competition, provided you:

- (a) Complete the prescribed classroom and/or on-the-job training in a satisfactory manner.
- (b) Achieve an acceptable level of competency and skill proficiency.
- (c) Demonstrate diligence and dedication to the job to which assigned, including a satisfactory attendance record.

By this action, management also agrees to:

- (a) Provide on-the-job, classroom and work experience training which will afford you the opportunity to acquire the skills necessary for accomplishment of the job.
- (b) Underwrite expenses involved, within established policies, for training required to achieve an acceptable level of proficiency.
- (c) Provide counsel and guidance in order for you to progress in a timely and orderly manner to the target job.

In the event you are not able to demonstrate successful performance and complete the prescribed training, the Career Enhancement/Upward Mobility agreement will be terminated and you will be returned to your former position or be reassigned into a comparable position for which you are qualified. Likewise, if for some reason, such as a reorganization or lack of financing, management finds it no longer feasible to fill the target position, the agreement may be terminated and you will remain in your position or be reassigned to a comparable position for which you are qualified.

/s/ Appropriate Signature

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## TRAINING AGREEMENT PLAN FOR CAREER ENHANCEMENT/UPWARD MOBILITY

This Agreement and the Training Plan(s) will develop the selected Trainee \_\_\_\_\_ to enter the occupational series \_\_\_\_\_ (Name) and progress toward the target position of \_\_\_\_\_ (position title, series and grade)

TRAINING OBJECTIVES:

(Specify the duties and tasks for the target position for which this agreement is directed)

SUPERVISOR'S RESPONSIBILITIES:

Assigns work projects, providing instruction and assuring that the trainee applies the techniques and methods taught.

On a regular basis, evaluates the effectiveness of formal training and on-the-job instruction.

Serves as the trainee's principal advisor and counselor.

On a regular basis, discusses with the trainee the trainee's progress and any problems encountered in reaching the objectives in the training plan.

Recommends and approves any formal training in the training plan and submits to Personnel Officer.

Evaluates in writing the trainee's performance at least quarterly.

Recommends advancement of the trainee to the next higher level or target level of the position in this agreement when the trainee satisfactorily completes all requirements.

(Add any additional statements as needed).

TRAINEE'S RESPONSIBILITIES:

Agrees that a significant portion of this Program's success rests with the trainee's personal initiative and enthusiasm in working toward the objective of the training agreement.

Will enroll in self-development course to supplement and augment the training given. Self-development training needed will be shown in the training plan.

Will evaluate work programs and training received by preparing a written report every four months.

(Any additional statements as needed).

NOTE:

Trainees who fail to meet performance requirements of the program may be returned to their former positions or those of similar duties, title and grade. Any promotions received since entering the Program will be forfeited if the trainee fails to complete the entire program and reach the target grade. In cases where an employee enters the Program through voluntary change to lower grade, repromotion to the former grade level will be subject to competitive merit promotion procedures.

PERSONNEL RESPONSIBILITIES

Personnel Offices/Administrative Offices agree to provide technical assistance and consultation to program officials and trainee in developing effective training plan to meet program objectives.

Assist program officials and trainee in implementing training plan which will qualify and equip trainee with skills and knowledge necessary to perform at the desired target level.

Approve and schedule appropriate training; meet with and consult with supervisor and trainee on a regular basis; provide necessary career counseling to trainee; and help supervisor effect necessary Placement action for trainee if the trainee is not successful in completing target position requirements.

PROGRAM DURATION:

The training agreement covers \_\_\_\_ year(s) at which time the trainee should meet the requirements of the target position. The trainee shall continue in each Career Enhancement/ Upward Mobility position until each time the trainee has reached the full performance level of the intermediate or target position. In the event the trainee is unable to fully demonstrate successful performance, the trainee will be reassigned to a comparable position for which qualified.

TRAINING PLAN(s):

A specific Training Plan(s) will be developed for you.

Supervisor: \_\_\_\_\_  
(Signature) (Date)

Trainee: \_\_\_\_\_  
(Signature) (Date)

Second Line Supervisor: \_\_\_\_\_  
(Signature) (Date)

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TRAINING PLAN FOR CAREER ENHANCEMENT/UPWARD MOBILITY  
(Sample)

Trainee: \_\_\_\_\_ Beginning Date: \_\_\_\_\_

Completion Date: \_\_\_\_\_

Entrance Job Title: Loan Assistant, GS-1165-5

Target Position: Loan Specialist, GS-1165-9

Purpose of Training

To enable trainee to perform duties at the GS-5 level and to enhance trainee's opportunities for advancement to the GS-9 level as a Loan Specialist. Promotion to GS-9 will be based on a Positive determination by management that the trainee fully demonstrates the capability to successfully perform at the higher level of responsibility.

Training & Date	Type of Training	Time Allowance	Date Completed and Remarks
Orientation to the organization and function of the unit. November 1980	Discussion, FmHA Instruction, planned reading and attendance of staff and technical meetings.	1 week	
Familiarization with the duties of the target job. December 1980	Discussion, OJT and planned reading.	2 week	
Understanding of office procedures laws and regulations on operations loan policies. December 1980	Discussion and OJT.	1 week	

TRAINING PLAN FOR CAREER ENHANCEMENT/UPWARD MOBILITY (Continued)

-----			
	Type of	Time	Date Completed
Training & Date	Training	Allowance	and Remarks
-----			
Orientation to Financial and Admini- strative Operations.	Detail to NO	1 week	
Finance Office	Detail to F.O.	1 week	
Training on loan application processing, agency funding, legislation, appeals settlement, collection	OJT	4 weeks	

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Exhibit I not automated see manual

VACANCY  
ANNOUNCEMENT

MERIT PROMOTION PROGRAM

UNITED STATES DEPARTMENT OF AGRICULTURE  
FARMERS HOME ADMINISTRATION  
CAREER ENHANCEMENT PROGRAM (CEP)

Eligibility Requirements: To be eligible to apply for participation in the USDA, Farmers Home Administration (FmHA) Career Enhancement Program an employee must:

- be in a single-interval series position at GS-1 through GS-9 grade level, or equivalent (wage grade).
- be employed in the Federal government for at least one year of continuous service prior to the application closing date.
- hold at least a competitive career; career-conditional appointment; Schedule A, Section 213.3102 (u) (Physical Handicap) continuing excepted appointment; or a Veterans Readjustment Appointment (VRA).

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Entry Position  
Loan Assistant, GS-1165 5/7

ISSUE DATE:

Target Position  
Loan Specialist, GS-1165-9

ANNOUNCEMENT NO:

Promotion Potential to GS-9  
(Career Ladder GS-9/11)

TO APPLY: Send all specified  
Application material to:  
Linda Hawkins  
U.S. Department of Agriculture  
Farmers Home Administration  
Personnel Div., Rm 6900-S  
Washington, DC 20250  
PHONE: (202) 447-4326

POSITION LOCATION: USDA, FmHA  
Single Family Housing (SFH)  
Washington, DC

AREA OF CONSIDERATION:  
FmHA - Washington, DC commuting area

CEP Application Forms may be  
obtained from:  
FmHA Personnel Division  
Rm 6900-So. Building  
Washington, DC 20250

CLOSING DATE: (Must be at  
least 15 working days)

Position Duties:

The incumbent will serve as a Loan Assistant in the Single Family Housing (SFH) Servicing Branch responsible for developing and implementing operating plans, policies, and procedures that regulate and guide SFH servicing on a Nation-wide basis.

S A M P L E (Continued)

Guidelines:

Guidelines include FmHA procedures, regulations, published material, and legislation applicable to program operations.

Application Procedure:

All persons applying should submit the following application forms:

- 1) SF-171
- 2) basic application for FmHA Career Enhancement/Upward Mobility Program
- 3) Job Element Supervisory Appraisal
- 4) latest AD-434, Performance Appraisal

Promotion Potential:

Promotion potential will be based on satisfactory performance and completion of Career Enhancement/Upward Mobility Training Agreement or absence of Administrative constraints  
(i.e., lack of funds, reorganization, etc.)

Salary Retention:

If the selected employee is otherwise eligible for the Career Enhancement Program and the salary cannot be accommodated within the rate range, the reassignment or demotion of an employee entering such a program is not to be considered "at the employee's request" and the employee is entitled to salary retention.

ALL CANDIDATES WILL BE CONSIDERED WITHOUT DISCRIMINATION FOR ANY NON-MERIT REASON SUCH AS RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN, POLITICS, MARITAL STATUS, PHYSICAL HANDICAP, AGE, MEMBERSHIP OR NON-MEMBERSHIP IN AN EMPLOYEE ORGANIZATION.

NON-SELECTED APPLICANTS WILL BE NOTIFIED.



S A M P L E (Continued)

Level of Consideration:

Career or career-conditional employees in grades GS-4 or above, who meet qualification requirements, for GS-1165-5/7 will be considered. Unqualified candidates at the GS-5/7 level will be considered for lateral reassignment under a USDA Training Agreement.

Qualifications:

Candidates may either:

1. Meet qualification requirements for the GS-1165-5 or 7 levels contained in the X-118 Qualification Standards:

GS-5 - 3 years general experience

GS-7 - 3 years general plus 1 year specialized experience. General experience is administrative, professional, investigative, technical or other responsible work that has required ability to gather and analyze facts and figures and to present such information, and conclusions drawn therefrom, in clear language, both oral and written.

Specialized experience in one or more of the following:

(a) analyze credit position and evaluate collateral offered as security for loans, considering earned and potential income, or in the case of loans to business firms, the skill and integrity of management, financial stability, relation of inventories to market value, and like matters;

(b) make appropriate modifications or adjustment of terms needed to insure repayment of delinquent or potentially delinquent loans;

(c) determine action relative to acquisition, management, or other collateral, that will provide satisfactory settlement of default loans;

(d) offer guidance to borrowers as to sound financing policies and wise use of credit; or

(e) develop policies and procedures to guide or govern lending programs. Experience demonstrating the above abilities may have been gained in such work as: reviewing and passing upon applications for agricultural, commercial, bank or mortgage loans in the capacity of lender, guarantor, or agent for lenders or guarantor; servicing a loan portfolio of a bank, building and loan or savings and loan association, insurance company or Government agency; accounting or auditing in a lending institution; financial analysis of commercial concerns for investment purposes; appraisal of real estate to determine property evaluation and structural stability of property.

S A M P L E (Continued)

2. Employees who do not meet qualification requirements can be considered for lateral reassignment to the entry level. In these instances, the qualification requirements will be temporarily waived. Eligibility in this instance shall be based on an assessment of potential.

Training Requirements:

Individuals selected for this position who are not qualified for the target position shall be placed in an intensive training program. Applicants should keep in mind that the time-in grade restrictions still apply under the Career Enhancement/Upward Mobility Program.

Method of Evaluation:

Candidates meeting X-118 requirements shall be evaluated against the following job elements.

1. Ability to learn, understand, apply and interpret policies/procedures.
2. Ability to plan and organize work and to adapt to new situations.
3. Ability to analyze program data and draw sound conclusion (decision making).
4. Ability to communicate in writing.
5. Ability to carry through assignments.
6. Demonstrates skills in verbal expression.
7. Accepts additional or new responsibilities and initiates action.

Exhibit K not automated see manual